UNITED NATIONS
ECONOMIC AND SOCIAL COUNCIL

Distr.: LIMITEE

E/ECA/TRANS/85
3 octobre 1989

Original: FRANCAIS

ECONOMIC COMMISSION FOR AFRICA

REPORT

of the Seminar on Hotel Management and Women's Participation in the Development of Tourism in Africa

Addis Ababa, (Ethiopia) 18 - 25 September 1989

A. ORGANIZATION

1. Within the framework of its regular programme of work, the United Nations Economic Commission for Africa (ECA), organized a seminar on Hotel Management and Women's Participation in the Development of Tourism in Africa in Addis Ababa (Ethiopia) from 18 - 25 september, 1989.

B. ATTENDANCE

2. Representatives of the following member States of ECA participated in the seminar: Angola, Burundi, Cameroon, Congo, Côte d'Ivoire, Ethiopia, Ghana, Guinea, Malawi, Mali, Morocco, Niger, Rwanda, Senegal, Tanzania, Togo, Uganda and Zimbabwe.

3. Representatives of the International Hotels Association (IHA), The International Labour Organization (ILO) and the United Nations Development Programme (UNDP) also participated in the seminar as observers.

C. OPENING OF THE SEMINAR

4. The seminar was opened by Mr. Tchutah Mousa, Deputy Executive Secretary of ECA, who first of all, welcomed the participants to ECA and to Addis Ababa. He spelt out the objectives of the seminar and briefly outlined the performance of the tourism industry in Africa.

5. He indicated that since 1982, the accomodation capacity of hotels had increased by over 15 per cent to 264,328 beds. This rate of increase was twice as high the global rate of increase. About 40 per cent of the accomodation capacity in Africa was found in North Africa.

6. He specified that intra-regional tourism in Africa accounted for about 20 per cent of all international tourism arrivals in the continent. There was a marked difference between North Africa, where travel between the countries of the region represented less than 10 per cent of total travels, and the sub-Saharan countries, where the figure was higher than 40 per cent.

7. In the case of national tourism, recent estimates put the number of arrivals, excluding visits to family and friends, at about 5 million.

8. The share of international tourism revenue in gross domestic product (GDP) varied considerably from subregion to subregion and from country to country.

9. Africa had made a substantial contribution to the boom in international tourism in 1988, with 12.2 million arrivals or an 18.7 per cent increase over the preceding year. This figure accounted for 3.1 per cent of all tourist arrivals recorded world-wide. International tourism revenue rose by nearly 25 per cent over 1988 to US$4.5 billion.

10. In spite of the achievements, it was worth noting that tourism in Africa was operating below a capacity which could enable it contribute effectively to the economic and socio-cultural development of the African

peoples. Moreover, among the resources mobilized, women's participation was ignored and marginalized, even if, in some countries women had positions as manageresses of small and medium-sized catering services, and played a primary role in national and intra-African tourism.

11. Furthermore, the management of most of the hotels in Africa which serve inter-regional visitors, was in the hands of expatriates or non-Africans.

12. The massive outflow of operating profits abroad became all the more worrying, when the countries concerned did not have sufficient number of qualified personnel and when the planning of tourism development ignored the fact and failed to make adequate resources available for training a sufficient number of qualified personnel.

13. That was why ECA was organizing the seminar on Hotel Management and Women's Participation in Tourism Development, within the framework of its regular programme of work, inorder to assist African countries to better use their resources for tourism development.

14. In conclusion, the Deputy Executive Secretary announced that the recommendations of the Seminar would be submitted to the meeting of the Conference of African Ministers of Tourism in November 1989.

15. Right from the first quarter of 1990, a training course on the negotiation of management contracts and their follow-up, would be organized by ECA, in collaboration with the United Nations Centre on Transnational Corporations.

16. A second seminar on hotel management and women's participation in tourism development in Africa, financed by UNDP, would be organized in May/June 1990. Special emphasis would be laid on the financial management of hotels and practical actions for implementing the recommendations, so as to increase the participation of African women in tourism development.

17. He extended sincere thanks to the Ethiopian National Hotel Corporation for its generous hospitality and the Ethiopian Tourism Commission for its assistance. He expressed satisfaction at the collaboration of the United Nations Center on Transnational Corporations, both through its headquarters in New York and its Joint Unit at ECA, and apolauded the participation of ILO in the seminar.

18. Finally, the Deputy Executive Secretary declared the Seminar on Hotel Management and Women's Participation in Tourism Development open.

D. ACCOUNT OF PROCEEDINGS

Election of officers (agenda item 2)

19. The Seminar elected the following officers:

Chairman	- Ethiopia
Vice-Chairman	- Guinea
Rapporteur	- Togo

Adoption of the agenda and organization of work.
(agenda item 3)

20. Because of the composition of participants and technical difficulties encountered in organizing committee sessions, the Seminar adopted its agenda as prepared by ECA, except for agenda item 4: "Constitution of working groups" which it replaced by a new topic: "Formation of drafting groups" (one for each main topic).

The agenda was adopted as follows:

1. Opening ceremony

2. Election of officers

3. Adoption of the agenda and organization of work

4. Formation of drafting groups

5. Introduction of topics

   (a) Participation of women in the development of tourism,
   (b) Contractual relations between transnational hotel management corporations and African hotel owners,
   (c) Draft manual for the management of small and medium-sized hotels,

6. Any other business

7. Adoption of recommendations and final report

8. Closing ceremony

21. The Seminar adopted the following programme of work:

Morning	09:00	-	12:30
Afternoon	15:00	-	17:30

22. The composition of the drafting committees for the various topics was as follows:

Women's participation in the development of tourism: Burundi, Guinea, Rwanda.

Contractual relations between the Transnational Hotel Management Corporations and African hotel owners: Ethiopia, Ghana, Mali,

Draft manual for the management of small and medium-sized hotels: Congo, Niger, Togo.

23. The deliberations took place mostly in plenary session rather than in committees because of the difficulties indicated earlier.

Women's Participation in the development of tourism in Africa
(agenda item 5)

24. The topic was introduced by a member of the ECA secretariat (document TRANS/TKU/89/5.

25. After situating the problem in the context of tourism development in Africa, the report then focused on the participation of women in the various sectors of traditional tourism (hotel industry, catering services, leisure and entertainment, travel agencies and tour organizers) and in the main component sectors of the tourist product (handicrafts, agriculture and livestock breeding, transport, etc.)

26. With regard to the image of women in tourism, it was observed that women's participation had for a long time been seen in bad light because of the behaviour of the some marginal elements, but that this image had improved over the past few years, due to the emergence in the sector of women with better professional abilities or coming from more reputable socio-economic circles. Also, the conventional division of work was such that women traditionally held subordinate posts, requiring a lot of physical energy. The low wages attached to these positions were commensurate with the low level of education required. Some of the positions offered very little prospect for promotion to higher levels. The few females, in managerial positions had emerged only recently.

27. Emphasis was placed on vocational and staff training both in the formal and informal sectors.

28. As a matter of fact, the majority of women, whether they operated in the formal or informal sector, were in a state of dependence. The point at issue was why women could not increase their incomes by acquiring additional skills, by increasing the size of their enterprises or by making use of new technologies? Arguments that could be advanced include among others, loans, information, etc socio-economic constraints (in some countries women have no access to land ownership) and socio-cultural constraints (low level of education, household responsibilities, division of work on a sexual basis, restictions on women's mobility, etc...)

29. The next issue to be addressed was why, in spite of all the constraints, more and more women were embarking on careers in tourism? One of the reasons was that the division of work, traditionally assigned certain production activities to women. Most careers in the hotel and catering industries consisted of functions traditionally assigned to "the housewife". Any intervening changes are in terms of quantity and quality, emanated from the same psychological reasoning. The mere fact that as of now, women who have attained high professional standards did not embark on careers in tourism or hesitate to do so, make it imperative to impute the reasons for that to the preconceived views held of women in the tourist industry.

30. However, subsequent to the growth in population, the possibilities of improving living conditions motivate more and more women to strive for socio-economic independence by embarking on remunerative activity. This was one of the reasons which motivated women to become proprietresses and not employees of tourism enterprises. Being the proprietor of a hotel or a restaurant commanded respect socially. Owning real estate was a symbol of success socially, even for men. Thus, many women sought ways and means of propelling themselves to the top-most echelons of society, while keeping within the confines of professions that were classified socially as female careers.

31. The on-going revolution had brought about changes in women's mentality and they realized that the sector was not a guarantee in itself. The activities of such women served as a stimulus to other women who have not yet gained access to the necessary financial and cultural emancipation.

32. Thus in some countries, there had been an accelerated increase in the number of tourism enterprises managed by women (hotels, various restaurants, drinks retail stores, enterprises dealing with production and processing of agricultural commodities and animal husbandry.

33. The analysis showed that if the image of women as agents for the development of tourism has for too long been tarnished by prejudices due to the behaviour of certain marginal elements, or by the low level of responsibility assigned to women employed in the formal sector of tourism, the situation was changing rapidly with the intervention of female enterpreneurs who, through their success and moral conduct had demystified the traditional image of women as agents of tourism development. Socio-cultural changes that had swept through the continent and a certain degree of women's emancipation were the factors that brought about this revolution. Nevertheless, certain handicaps still hindered the progress of the revolution. On account of their lack of professionalism or access to credit facilities, independent female entrepreneurs in the tourism sector, were still confined to subordinate positions and, on the average, even more often, to operating small-scale enterprises.

34. The report concluded as follows:

It was of great importance, first and foremost, to base any future strategy on factual knowledge of the problems. Such knowledge should relate not only to the professions practiced, but also to their effects on the economy, society, as well as on the cultural behaviour of those concerned and their environment. Women should be closely associated with surveys to be carried out. They should take their problems in hand and play an active part in finding solutions to them. This seminar should indicate certain guidelines for research and scientific methods of approach in order to lay the basis for future projects and programmes of action.

35. Enhancing the contribution of African women towards the development of tourism should also entail upgrading careers in tourism. Indeed, apart from certain socio-cultural attitudes currently undergoing changes, one of the constraints is still the reputation of tourism in Africa. Consequently, training programmes designed to help tourism agents acquire the right skills and attitudes should be closely associated with mass education programmes on the socio-economic, cultural and political functions of tourism.

36. The Seminar would decide on measures to be undertaken to eliminate the major constraints. The responsibility of implementing those recommendations would be assigned in such a way as to prevail on States, and citizens alike to play a major role. The intervention of intergovernmental and/or international organizations would only serve as added support for the activities being undertaken at national level, because it was worth noting that female entrepreneurs were required to play a leading role in the development of intra-African and domestic tourism.

Summary of debates

37. The effective participation of women in tourism development posed a problem when taken in the context of the type of tourism that existed in African countries. Considering what went on at present, one was forced to conclude that the sophisticated and outward-looking nature of tourism in Africa had little in it to enable women to give of their best to the sector. As clearly indicated in the introductory report and in the ensuing debate women are involved in all sectors of tourism, both modern and formal as well as informal and traditional. It is observed, however, that they are more numerous in the sectors which cater to the reception and care of clients, requiring little or no technical know-how. They are found more as operational staff than as planners or management staff. In the informal sector, they spearhead a series of socio-economic activities, and particularly in the catering and bar services compete successfully with the traditional, formal catering and entertainment establishments. The same success is deserved in the handicrafts enterprises (covering, dyeing, pottery, etc) food (market gardening and animal husbandry products and their processing).

38. The professions in tourism and hotel trade were characterized by a certain rigidity inherent in the specific nature of activities in the sector comprising lot of services, care of customers, entertainment, supplying various requirements and charm, which traditionally and historically were the prerogative of women.

39. Moreover, the socio-cultural, political and legal environment sometimes created obstacles to the promotion of women.

40. With regard to access to funds, it was observed that:

a. The traditional channels of access to bank credit were not always suitable to women.

b. Due to the methods of circulating information, women were most often not informed about the possibilities available to them because of their low level of education.

41. It was observed that the phenomenon of marginal elements was not specific to tourism but was rather a social factor brought about by the socio-economic situation.

THE ROLE OF TRANSNATIONAL HOTEL MANAGEMENT CORPORATIONS IN CONTRACTUAL RELATIONS IN AFRICA (TRANS/TRU/89/8) (agenda item 5b)

42. The topic was introduced in in a brief statement which first of all, provided the general context of the problem and the outlined some major concerns.

43. Transnational corporations continued to play a decisive role in hotel industry in Africa. That state of affairs was due generally, to the services that these corporations were able to offer thanks to their competent services, adequate facilities and organizational ability.

44. The author pondered over the trends in contractual relations between TNCs and hotel owners, without failing to consider the problems posed both before and after the opening of hotels. From such observation and assumptions which could be made from a consideration of the operational systems of the TNCs in various countries, the author posed the following question: How could the TNCs which had been so successful in other parts of the world be made equally successful in Africa? The author reckoned that for that to be possible, host countries needed to formulate the best mechanisms for making the TNCs pass on their management know-how to them.

44. The relationship between the TNCs, on the one hand, and hotel owners and national tourism administrations on other provided a means of assessing the importance of the financial, technological, commercial and promotional aspects of hotel management. The relations between the two partners became more and more complicated as one sought to delve into the details of it. It was clear that new forms activity in the hotel sector could no longer be conceived along the lines of the old systems.

45. The author systematically analysed the on-going process and its consequences which could challenge African countries to better define some of their demands (training and information, need for hotel owners association, promotional activities) in order to bring about effective co-operation with the various TNCs .

47. The various approaches to the search for solutions to the problems related to management were linked, in a large measure, to the various rates of profitability of the hotels, the contractual clauses the strategies and their attendant repercussions. Emphasis was laid on the problems and obstacles which day-to-day management presented to the African countries and the lessons to be learnt at the various stages.

48. The report proposed some preliminary areas of research: the role of the TNCs, recent prespectives, management constraints and possible activities. The attitude of ECA in this regard was noted, as reflected in AAFSAP and other decisions adopted for the creation of a favourable atmosphere for investments.

49. Having identified the main actors (TNCs/hotel owners), the study then briefly turnerd to an analysis of the contractual relations between the two partners by highlighting the central role of the transnational corporations in the management of certain types of tourist products, and the position of an

importer of technology and know-how of the hotel owner. The author also asked the question as to how and under what conditions contractual relations could be made an instrument for defining new management policies and not only a tool for the promotion of the interests of hotel management TNCs.

50. Regarding the terms of reference of such contracts, the report provided an overview of trends in contractual systems and their impact. The question asked was whether this type of management had been catastrophic (for whom? what lessons have been learnt?) or whether it was contrary to rational management. The TNCs gained control over management through three parameters, namely planning mechanisms, marketing and advertisement, the market and technology. It seemed that the response of the host countries in Africa to that state of affairs, had been to aim at integrating the TNCs into development and adopting a common and concerted strategy.

51. Finally, the author observes that far from putting the States and the TNCs into confrontation, that strategy should facilitate the creation of a sounder national economy, where the majority of the hotels could progressively integrate themselves into the circuits of internal and external economic exchange which generate employment and income, particularly for women. Moreover, it was useless to continue to make distinctions between foreign investors and liberalism, on one hand and the demands for a more equitable contractual relations on the other. The notion of development of the hotel industry through equitable contracts to which the African countries and their public authorities were committed should be the desired objective.

52. In the ensuing discussions, participants expressed the view that the document had touched on the main concerns of their countries with respect to TNCs. Several participants shared the experiences of their countries with the group.

53. A participant stated that the negotiation of contracts between the proprietor and the transnational corporations was essentially a matter of specifying obligations and benefits of the two partners and distinguishing areas of competence. A critical examination of certain contracts showed that they tended to be one-sided. They provide for maximum benefit for the transnational corporations, even in times of economic recession, while most of the obligations fall to the proprietor.

54. The management company rarely involved itself in investment programmes; it always expected fiscal and financial benefits from the proprietor (State), even during difficult economic situations, in order to improve operations for which it was solely contractually responsible.

55. It concentrated single-mindedly on management, neglecting other initiatives which could promote the economic and financial efficiency of the establishment.

56. The execution of management contracts brought to light certain lapses which were due to default on certain obligations both by the proprietor and the management. However, problems related to contracts were more a question of deficiences in the wording of the contracts rather than in the adherence to

the terms of the contracts, e.g. excessivly long validity and the abscence of clauses providing for the revision or termination of the contracts. Other deficiences relate to the basis of remuneration of the management staff and who the competent legal authorities should be in case of litigation.

57. On the other hand, there was a wide disparity between the various management contracts, as far as the rights of the proprietor in the management or operation of the hotel are concerned, even in the same host country. Some contracts did not allow for any involvement of the proprietor in management; others provide that certain specific decisions be made jointly by the proprietor and the management. Still others stipulate that any operating expenditure (including day-to-day management) could only be effective when invoices were jointly signed.

58. It was desirable that cheques drawn for management and operating expenditures were signed both by the proprietor and the management, specially in the case of cheques for the payment of honorarium and maintenance costs, which most contracts indicated that management should simply draw from the operating expenses.

59. The idea of establishing a semi-public company as proprietor of the hotels had definite advantages. It would enable the State to release itself from the obligations associated with the status of proprietor and enable it to stick to a purely financial role. The State would no longer have to support or supervise the management of the hotels, but would retain its decision-making powers through its sponsorship. Moreover, the State, no longer a direct proprietor and, therefore, having no obligations, would be in a better position to control its financial assistance through financial incentives which it would decide to grant to the enterprises or companies which own hotels.

60. Management contracts provided in the case of the rumeneration of expatriate management staff, that they be borne either by the proprietor or by drawing monies from the operating expenditure. In the latter case, it is observed that such remuneration accounted for a large share of the operating costs.

61. The question that arose was whether it would not be convenient to make the management company wholly or partly responsible for the salaries of its managers, even if it meant reducing the number of expatriate personnel, particularly when the management had freedom of management.

62. No contract specifically included training programmes for the staff of the host country. Each contract should have a training programme attached as an annex and the cost of such programmes should, of course, be stated.

63. One observation, and this varies from one host country to the other, was that when transnational corporations were unable to prove themselves sufficiently competent in management, then their involvement in the national hotel industry could not have any significant impact on tourism promotion.

64. A delegate, first of all, briefly recalled the resolutions made by the Niamey and Kinsasha conferences on the issue, which specified that ECA was to submit a standard contract to participants at the present seminar. He expressed gratitude to ECA for the efforts already deployed on the matter.

65. He indicated that management contracts with transnational corporations in his country concerned only the three big international hotels. When contracts expired they were initially suspended and the hotels concerned put under an interim management for two consecutive financial years. The outcome of the strategy over the years had improved considerably.

66. Also, an inter-Ministerial committee was set up to revise these contracts. With the assistance of the World Bank and the WTO, the committee first of all prepared the terms of reference and a standard contract which were sent to a selected number of international chains.

67. The terms of reference related to the following points: Business policy, organization, management of the hotel, catering services, staff maintenance, planned operating cost, revolving fund, rehabilitation of the hotel and working language. The negotiating position of the committee was directed at those points in the light of lessons drawn from the outcome of previous management contracts.

68. On the basis of consultations with hotel management companies, at least two transnational corporations were short-listed for each hotel. Detailed negotiations with these corporations, led to the selection of one company for each hotel. It was only then that the contracts were finalized after discussions on certain details with the management company finally selected.

69. This approach could be adopted in the renegotiation of management contracts with transnational corporations. It certainly had advantages but it also had some disadvantages. All depended on the parties concerned - both management companies and hotel owners.

70. With regard to the contents of new contracts, the principal changes with respect to old contracts related mainly to the basic management fee, which was indexed on the actual turnover after tax with a fixed minimum rate and a variable rate which took into account effort actually made by the management to collect revenue. The incentive fees were calculated on the basis of a variable rate in the ratio of: $\frac{\text{Gross operating results x 100}}{\text{Revenue after deduction of turnover tax}}$

71. Corrections were made in other clauses of the contract. It was specified, among other things, that in case of litigation, the legislation in force in the host country at the time should be applied.

72. To conclude the speaker indicated that it was important not only to be able to conclude a good contract, but that it was also necessary to follow it up adequately. He cited possible mechanisms for doing that as: financial control of expenditure and permanent follow up of the activities of the

management company, regular examination of the monthly operating reports prepared by the management, checks by means of a management information system and periodic financial auditing and follow-up of the management activity by the board of directors, assisted by the auditor appointed by the proprietor.

73. After a brief historical review, a delegate noted that his country initially had the same problems that all the other African countries are having in their relations with their transnational hotel managment corporations. However, the adoption of an investment code in tourism helped turn the tide in the management of the country's hotels. It was the government which played the pioneering role in this respect by investing in areas which needed to be promoted and also passed positive legislation.

74. For some years past, the authorities had adopted a new policy on the hotel industry. Which consisted of involving the new transnational hotel chains in direct investment. At the same time the State progressively withdrew from investment and management.

75. In that way, the incentives for investment in the tourism sector had been maintained and even renforced.

76. The transnational corporations now managed their own hotels and there were practically no hotel establishments under the management of the TNCs.

77. It was further noted that the intervention of TNCs in Africa was not always geared towards the development of tourism since some of the decisions made had underlying political considerations.

78. The difficulties in contractual relations were with examining.

79. It appeared that African negotiators often did not have enough experience to foresee the mechanisms which would enable them preserve the national interest. Often, no recourse was made to the exchange of experience and know-how, either at the bilateral or multilateral level.

80. One solution to the problem of the control of the TNCs over tourism development in Africa had, in some countries, been to diversify partners and to use local resources.

81. It was observed that the lack of openness in the management of hotels led to misinformation about the expected results, and even when falsifying of accounts, were uncovered, they did not constitute a reason for terminating contracts.

82. Special attention should therefore, be paid to guarding against such incidents.

83. Another delegate shared his experience of relations with TNCs with participants.

84. This was about a country which had had 30 years of relations based on a lease contract. For the first 12 years, the hotel was running at a loss.

However, during the second phase of the contract, the accommodation capacity of the hotel was increased, improving the proprietor's profits. The average rate of profitability in the investment capital during the first nineteen years of operation was 2.4 % per year which was practically insignificant.

85. The hotel owner became a member of an international association of owners of hotels managed by TNCs. This paved the way for the owner to gain wider experience and thereby strengthen his position in his dealings with the TNCs. The hotel owner also resorted to multilateral assistance during the negotiation of a new contract.

DRAFT MANUAL FOR THE MANAGEMENT OF SMALL-AND MEDIUM-SIZED HOTELS IN AFRICA (DOCUMENT TRANS/TRU/89/7 (Agenda item 5

86. The speaker first of all gave a brief summary of the main achievements in the African hotel industry in terms of operating results, and recalled the external management constraints often faced by the managers of small-and medium-sized hotels. He then highlighted the main deficiences such as high investment costs, inadequate feasibility studies, inappropriate choice of premises, and the lack of national investments, and illustrated those points with specific examples. He then suggested some solutions which could be adopted immediately.

87. The lack of compatibility between the interests of the sources of financing and those of the hotel owners generated financial bottlenecks. He illustrated the problems of inadequate sectoral or project analysis and unsuitable credit facilities by actual examples from his country. A series of solutions were adopted, namely adapting investments to local conditions, and identifying appropriate sources of financing at the national level.

88. The role of the State and the small-and medium-scale enterprises (SMEs) was limited by inadequate funds. Solutions would be to rationalize promotional activities and pool efforts aimed at promoting the sector.

89. He mentioned the main categories of internal management problems: technical management and maintenance, purchases' storage and use of merchandise and human resource management.

90. With regard to technical mangement and maintenance, he mentioned the problems of over-equipment, under-equipment or inappropriate equipment on the one hand, and the scarcity of qualified technical staff and problems of spare parts on the other.

91. There were problems also at the level of the management of purchases, stocks and use of merchandise.

92. The problem of staff management was topical. It was therefore necessary to adopt a policy on local manpower resources development.

93. After introduction of the document by a member of the ECA Secretariat, participants made their contributions towards improving the text.

94. It was observed that the manual addressed professionals in the hotel industry rather than the senior staff of national tourism administrations. Moreover, the manual was not applicable to all African countries because of the diversity of hotel management systems. Consequently, it constituted only a reference framework and it should therefore be considered as a guide which could be adapted to any type of hotel industry in any country.

95. Some short-comings of the manual were highlighted by participants. These related to possible means of reducing the operating costs of hotels and some aspects of accounting, particularly the need to institute a uniform system of account as a tool of management control.

96. Other delegates, having acknowledged the usefulness of the manual, nevertheless, commented that an introductory report on the management techniques of SMEs should have been presented in accordance with terms of reference of the seminar.

97. It was suggested to complement the annexes of the manual with some more technical data.

98. Overall, the various opinions expressed on the manual were deemed to be constructive in the sense that they aimed at improving the document.

ANY OTHER BUSINESS (Agenda item 6)

99. The participants concentrated on the follow-up of the deliberations, mainly the report to be submitted to the Conference of African Ministers of tourism on the outcome of the Seminar. Special mention was made of the participation of women in tourism development in Africa, a topic which the participants wished would be considered by the ministers, because of its importance and the need for the concerns expressed by the Seminar to be decided on at the November meeting of the Conference of African ministers of tourism.

100. Participants were informed that the report to be submitted to the said meeting would among other things include an account of the debate on the topic. However, any delgation could request the inclusion of this topic in the Agenda of the meeting of the Conference and also present a report on the topic. The procedure to be followed was indicated.

101. Another topic of discussion was the dessimination of the deliberations of the seminar and of all other meetings among the various authorities.

102. It was observed that participants in such meetings should make a detailed report to the national authorities, on decisions taken on tourism development so that during their meetings the competent ECA authorities could confirm them, to ensure appropriate follow-up and implementation.

103. With regard to the fundamental question of "Tourism" in Africa, in general, participants expressed their concerns about the place of tourism in the various African countries. Tourism was not perceived in its entirety, whereby the misappreciation of its real impact. The contribution of tourism to various aspects of development was ignored. A lot of stereotypes and lack of professionalism was observed at all levels.

104. An evaluation of tourism, on the basis of past experiences, should be undertaken in order to define new orientations and to determine the actions to be implemented to dissipate the general concept of tourism as a minor, even negative sector. Such a step should be discussed by the Conference of African Ministers of tourism and measures taken to enable ECA to proceed to a study on the subject.

105. In the establishment of inter-State circuits one of the main difficulties was the high transport costs, which meant that the circuits were beyond the reach of many people. Certain forms of the hotel trade geared towards high class intra-regional tourism could also hinder the development of such projects, whose importance for tourism development in Africa is quite obvious.

106. On the question of inter-State cooperation, it emerged from the discussions that if good intentions abounded, very little concrete action had been taken, even if the results obtained had been encouraging.

ADOPTION OF RECOMMENDATIONS (Agenda item 7)

a) Adoption of recommendations

107. The draft recommendations prepared by the working groups were considered, amended and adopted. Three recommendations were adopted, namely:

Recommendation number one: "Participation of women in tourism development."

Recommendation number two:
"Contractual relations between African hotel owners and transnational hotel management corporations."

Recommendation number three:
"Guide for the management of small- and medium- sized hotels in Africa."

108. The final text of the above recommendations are attached to this report as annex.

b) Adoption of the final report

109. The draft report was examined paragraph by paragraph.

After amendments, the seminar adopted the report and requested ECA to publish it.

110. This document, including its annexes, therefore, constitute the final official report of the Seminar on Hotel Management and Women's Participation in the Development of Tourism, organized in Addis Ababa, (Ethiopia) from 18 to 25 September 1989.

Closure of the seminar

111. After the adoption of the report, the Chairman, in a brief statement, expressed satisfaction at the results obtained and the level of the deliberations.

112. Prior to this, Mr. Francis Rutaiwa, acting Director of the Transport Communications and Tourism Division, summed up the deliberations and informed participants of actions to follow up the Seminar.

113. Another member of the Secretariat, laid special emphasis on the need for participants to ensure follow-up of the work of Seminar at the national level. Participants should be the focal points for there actions and establish a link for the exchange of information with ECA.

114. He expressed the wish that participants in the Seminar would participate in other follow-up programmes, so as to strengthen the indirect effects of the Seminar.

115. After wishing participants safe journey to their homes, the seminar was declared closed.

ANNEX I

RECOMMENDATION No.1.

Women's Participation in the development of tourism in Africa.

Considering the need to develop a type of tourism which harnesses resources in Africa,

Considering the lack of understanding of the exact nature and quality of the contribution of women to tourism in Africa,

Considering the contribution of African women to the development of tourism in Africa,

Considering the importance of training and information as tools of tourism promotion,

1. Recommends to the Governments of member States

(a) To review current policies on tourism and revise regulations on the status of women so as to take the necessary legal measures to ensure a more effective participation of women in tourism in Africa;

(b) To inform ECA of the results of these reviews as well as the measures taken to implement them at the subregional level.

(c) To collect data on the contribution of African women to tourism, particularly though their activities in the informal sector, for the preparation of a programme for improving the participation of women in the development of tourism. Such a programme will be a major contribution to the information and training of women.

ANNEX II

RECOMMENDATIONS No.2

Contractual relations between African hotel owners and transnational hotel management corporation.

Conscious of the importance of contractual relations between African hotel owners and transnational hotel management corporations,

Given the resolution on hotel management made by the meeting of the Conference of African Ministers of Tourism in Kinshasa, in November 1987,

Noting with satisfaction the report presented by ECA,

Taking into account the difficulties encountered by ECA in preparing a standard contract because of the lack of first-hand information collected in member States,

1. Urges member States, while waiting for the standard contract to be prepared:

a. To promote the exchange of information on experiences in contractual relations so as to enable ECA to draw up a standard contract in conformity with the resolution of the Kinshasa Conference;

b. To pay considerable attention to the various sectors of tourism in investment codes;

c. To adopt a policy of diversification of partners in the management of hotels by TNCs;

d. To make the terms of contracts negotiable at relatively short intervals;

e. To ensure that the level of management fees in the turnover is calculated on the basis of the actual turnover had, and that the distribution of costs is done on an equitable basis.

Requests ECA:

f. To conduct studies for hotel owners who have relations with TNCs to enable them negotiate management and other contracts with the full knowledge of the facts;

g. To take measures for African countries to develop their negotiating capacity through the training of their management staff;

h. To promote intra-African consultation in the area of contractual relations with TNCs;

i. To stimulate the development of the capacity of African countries to give direction to the activities of TNCs in the areas of management, tourism and the hotel industry.

ANNEX III

RECOMMENDATION No.3

Guide for the management of small- and medium- sized hotels.

Conscious of the critical management situation of SME hotels in Africa,

Having noted the similarity of the management problems faced by SME hotels in all the countries,

1. Reaffirms the need for good management of these SMEs through revamping of the hotel sector in particular and of the tourist industry in general;

2. Has taken note of the planned seminar on hotel accounting, proposed by ECA.

3. Requests ECA

a. To revise the main content of the manual in such a way as to highlight the main principles and management tools (including accounting systems) applicable in the hotel trade;

b. To complement and improve the annex to the manual so that it could be of use to non-professionals in the organization of their management;

c. To distribute the manual to all member States;

d. Urges African countries to plan orientation seminars on efficient use and correct application of the manual with the assistance of ECA, ILO, IATA, and all other organizations concerned.